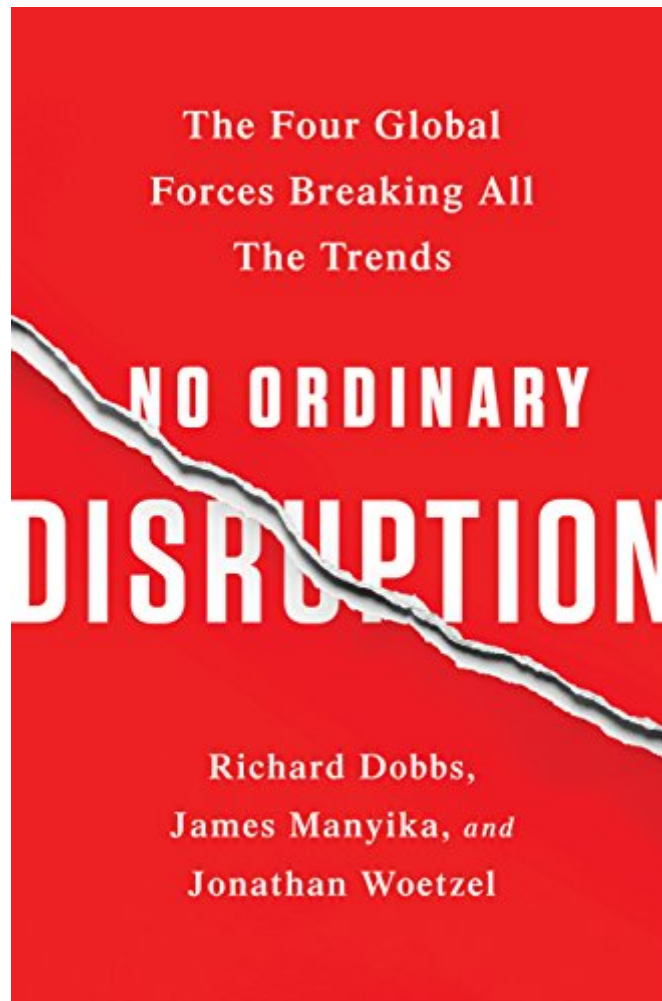


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# No Ordinary Disruption: The Four Global Forces Breaking All The Trends



## Synopsis

Our intuition on how the world works could well be wrong. We are surprised when new competitors burst on the scene, or businesses protected by large and deep moats find their defenses easily breached, or vast new markets are conjured from nothing. Trend lines resemble saw-tooth mountain ridges. The world not only feels different. The data tell us it is different. Based on years of research by the directors of the McKinsey Global Institute, *No Ordinary Disruption: The Four Forces Breaking all the Trends* is a timely and important analysis of how we need to reset our intuition as a result of four forces colliding and transforming the global economy: the rise of emerging markets, the accelerating impact of technology on the natural forces of market competition, an aging world population, and accelerating flows of trade, capital and people. Our intuitions formed during a uniquely benign period for the world economy—often termed the Great Moderation. Asset prices were rising, cost of capital was falling, labour and resources were abundant, and generation after generation was growing up more prosperous than their parents. But the Great Moderation has gone. The cost of capital may rise. The price of everything from grain to steel may become more volatile. The world's labor force could shrink. Individuals, particularly those with low job skills, are at risk of growing up poorer than their parents. What sets *No Ordinary Disruption* apart is depth of analysis combined with lively writing informed by surprising, memorable insights that enable us to quickly grasp the disruptive forces at work. For evidence of the shift to emerging markets, consider the startling fact that, by 2025, a single regional city in China—Tianjin—will have a GDP equal to that of the Sweden, of that, in the decades ahead, half of the world's economic growth will come from 440 cities including Kumasi in Ghana or Santa Carina in Brazil that most executives today would be hard-pressed to locate on a map. What we are now seeing is no ordinary disruption but the new facts of business life—facts that require executives and leaders at all levels to reset their operating assumptions and management intuition.

## Book Information

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## Customer Reviews

In *No Ordinary Disruption*, Richard Dobbs, James Manyika, and Jonathan Woetzel explain how to cope with "four global forces breaking all the trends": emerging growth markets (including cities) as the new gravitational centers of economic activity, increasingly faster pace of technological breakthroughs and adoptions, aging demographics, and globalization of trade driven by connectedness and interactivity. For example, with regard to emerging growth markets (including cities) as the new gravitational centers of economic activity, they offer five specific recommendations (Pages 23-30):

1. Get to know the newcomers...and others who do business with them. Are there any significant cultural issues and sensitivities unique to the given emerging market?
2. Create new services...or new applications more appropriate to newcomers' unmet or insufficiently met needs.
3. Tap urban talent and innovation pools...and seek the counsel of those who best understand the relevant dos and don'ts, such as business school faculty and business journalists.
4. Think of cities as laboratories...collaborate with allies on many low-cost, low-risk experiments. Collaborate with anyone/everyone to learn more and do better than would otherwise be possible.
5. Manage operational complexity...especially costs and other criteria for prudent resource allocation.

Dobbs, Manyika, and Woetzel: "The portraits we take of cities [and other emerging markets] must capture the dynamism underneath the surface and highlight the brightness of opportunities, while toning down the alarming flares of risk. Most of all, they must be able to project forward motion.

In the past American companies would first achieve market success at home and only then, sometimes many years after their founding, export their brands throughout the world, choosing first

the largest, most developed, ^American-like^™ markets to enter. Today, every startup is a potential multinational on day one, and the internet has flattened barriers to entry and leveled the competitive playing field in ways many large organizations have yet to fully acknowledge, continuing to do international business, ^æthe way it^™s always worked^™. Some of the most rapidly-growing business centers on the planet are in places many an American SVP of Sales couldn^™t find on a map. This kind of blindsiding, fundamental global change is what ^No Ordinary Disruption^™ is all about and it^™s a great read, so long as you^™re not overwhelmed by the numbers or averse to having your preconceptions rattled. An especially powerful visual metaphor is the authors^™ modeling of the ^earth^™s economic center of gravity^™ ^ a geographic point derived by tracking regions by their contribution to global GDP. I won^™t give it away but it^™s quite stunning to see the historical movement play out over centuries and more recently, decades. The statistical soup can be dense at times, but the book is for the most part lively and well-written, with refreshingly little C-suite/management consultant-speak. There are plenty of eye-catching factoids and graphics that pop out to drive home a point: In 1950 only two cities on earth ^ New York and Tokyo - had populations greater than ten million. Today there are more than twenty ^ægeographic agglomerations^• (i.e. somewhat larger than metropolitan areas) that account for an astounding (and rapidly growing) percentage of global GDP.

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